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## **Introduction**

The Southwest Area wildland fire management agencies are obligated through departmental policy and interagency agreements to respond primarily to wildfire emergencies, but are also able to respond to and support other emergency incidents; e.g., floods, earthquakes, hurricanes, etc. The management for all agencies requires that agreements be pursued with cooperators at all levels to facilitate efficient fire management activities within and adjacent to the agency. A cost-effective sharing of resources among public agencies is expected by the public and Congress. The agencies fully support this concept.

The purpose of the Southwest Coordinating Group Handbook is to provide management direction for cooperation, standardization, and operational guidelines for Interagency Fire and Incident Management activities in the Southwest Area. In addition, the Handbook should achieve consistency and continuity within and between agencies signatory to the Southwest Coordinating Group Memorandum of Understanding (MOU).

## **10 MISSION AND PURPOSE: Southwest Coordinating Group (SWCG)**

### **10.1 Mission of the Southwest Coordinating Group**

The mission of the Southwest Coordinating Group is to enhance the safety, efficiency and effectiveness of interagency fire management activities, response and support of non-fire emergencies.

### **10.2 Purpose of the Southwest Coordinating Group**

The purpose of the Southwest Coordinating Group is to provide interpretation of agency policy and direction to the Zone Management Groups and to the Southwest Coordination Center for cooperative and incident fire management activities within the Southwest Area.

The SWCG will implement procedures and standards to coordinate fire management programs of the participating agencies to avoid duplication and to provide a framework of constructive cooperation.

The SWCG shall provide for multi-agency coordination; develop information exchange between agencies; and monitor and evaluate the performance of the Zone Dispatch Centers and the Southwest Coordination Center.

It is the policy of the SWCG that SWCG members will not participate on Southwest Area Incident Management Teams.

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### 10.3 Definitions

**Area.** An Area is defined as a geographic section of land involving large jurisdictional administrative units; i.e., Regions and States.

**Zone.** A Zone is defined as a geographic section of land based on logical sources of resources and transportation.

**Unit.** A Unit is defined as a geographic section of land with initial-attack and escaped-fire support responsibilities; i.e., National Forests, BIA Regions, National Park areas, BLM Field Offices, State Refuges, or State Districts.

**Southwest Coordination Center (SWCC).** SWCC represents all Wildland Fire Management agencies within the Southwest Area and has the responsibility for providing support to Dispatch Centers and Zone Coordination Centers within the Southwest Area. This is done through coordinating movement of resources between the Dispatch Centers and/or Zone Coordination Centers, within the geographic area. SWCC also requests support from the National Interagency Coordination Center (NICC) when resources are unavailable or exhausted within the Area. Except for dispatch of air tankers and lead planes based outside the Zone the fire is located in, SWCC does not have initial-attack dispatch responsibilities. There is an increasing emphasis by national level offices of all agencies and SWCC to move toward support of all emergency situations.

**Zone Coordination Centers.** A Zone Coordination Center is an office that is assigned the responsibility for coordinating the movement of resources between agencies within a geographic area that is identified as their sphere of influence (the Zone). A Zone Coordination Center will represent two or more agencies. The Zone Coordination center may have initial attack authority for one or more of the represented agencies when delegated that authority. The Zone Coordination Center also has a primary responsibility to provide support for escaped fires within the Zone. This support may be to the Incident Management Team, an Expanded Dispatch organization, or to a Unit Dispatch Center. The Zone Coordination Center will request support from the Southwest Coordination Center when local resources are unavailable or exhausted.

**Unit Dispatch Centers.** A Unit Dispatch Center is an office with authority and responsibility to assign and support resources to an incident on a single unit or sub-unit. A Unit Dispatch Center requests support from the Zone Coordination Center when local resources within the Unit are unavailable or exhausted.

**Expanded Dispatch.** Expanded Dispatch is an organization that is put in place when the situation complexity develops to a point where it is necessary to separate dispatch functions; i.e., initial-attack and extended emergency-support dispatch. The timely expansion at the Zone or Unit Dispatch Center is essential for continuation of effective initial attack dispatch and incident support.

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**SWCC Coordinator on Duty (COD).** Primary responsibilities of the SWCC Coordinator on Duty during expanded operations is to provide an immediate contact for Agency Fire Management Officers and Southwest Area Interagency Resource Representatives (IARR's) and to be available to the SWCC Center Manager. The COD position normally will be scheduled and assigned at Preparedness Level III.

**MAC Group.** See Chapter 60.

**Committees.** See Chapter 70.

**Work Groups.** See Chapter 70.

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## 20 AUTHORITY AND RESPONSIBILITIES

### 20.1 Scope of Operation

The principle responsibility of the Southwest Coordinating Group is to provide direction for cost-effective and timely coordination of fire management and incident activities between the different land management agencies in the Southwest Area. The primary cooperating agencies are the Bureau of Land Management, U.S. Fish and Wildlife Service, U.S. Forest Service, National Park Service, Bureau of Indian Affairs, and the States of Arizona and New Mexico.

Resources the Group is responsible for managing include:

- Zone Coordinating Groups
- Southwest Coordination Center
- National Shared Resources
- Type II Crews

Zone Coordinating Groups are established to provide direction for coordination and increased efficiency of fire management and incident activities between the different agencies' units within the Zone. Zone Groups will also implement the Joint Powers Interagency Agreements for the Zone and develop and oversee the Zone Annual Operating Plan.

### 20.2 Memorandum of Understanding

See Appendix 1.

### 20.2 Zone Scope of Operation Agreement - Standard Contents

**Purpose.** The Zone Board is an interagency group with the overall responsibility of coordination the fire and incident management activities of those agencies represented in the Zone.

**Board Composition.** The Zone Board is comprised of representatives from cooperating federal, tribal, state, and local agencies that are physically located within the Zone and have wildland fire management responsibility. Board members shall be assigned by and act as representatives for their Agency Administrator, with signatory authorization for the Annual Operational Plan.

The term of the chairperson and the number of meetings needed will be determined by each Board. The chairperson will participate in SWCG/MAC group meeting as requested.

#### **Board Duties**

A. Identify and nominate personnel to the Southwest Area Type I team, through the Southwest Coordinating Group.

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B. Manage Zone Type II Incident Management Team, to include:

1. Selecting team members.
2. Monitoring and evaluating team performance.
3. Revising team membership as necessary.
4. Providing for development and replacement of team members.
5. Ensure Teams meet national and geographic IMT team standards and configurations.

C. Coordinate Zone-sponsored training.

D. Manage the Zone Interagency Coordination Center.

Role of the Zone Interagency Coordination Center

1. Process and responds to resource requests from Units within the Zone.
2. Process and responds to resource requests and requests resources from SWCC.
3. Complete and forward to SWCC updates on fire situations, required reports, and status of firefighting resources.
4. Disseminate intelligence and information products to all units within the Zone.

Responsibilities of the Zone Interagency Coordination Center Manager

1. Coordinate with the Southwest Area Center Director and Zone Fire Management Group to establish needs and priorities for resource allocation to fill requests for assistance.
2. End of season, review problem areas for resolutions.
3. Coordinate mobilization of resources between Units within the Zone.
4. Inform Fire Management Officers of potential for critical situations, based on knowledge of weather, fuel conditions, and availability of resources, both within the Southwest Area and nationally.
5. Coordinate action to pre-position resources within the Zone.
6. Initiate requests through appropriate Unit Fire Managers and budget offices for move-up actions.
7. Activates resources within the authorities and in accordance with established agency policies and agreements for Units within the Zone.

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8. Manages Zone Incident Team Rosters and mobilization.

Role and Responsibilities of the Unit Dispatch Center

1. Respond to resource requests from sub-units within the Unit.
  2. Activate resources within the authorities and in accordance with established policies for the Unit.
  3. Respond to resource requests from the Zone Interagency Coordination Center and from adjacent Unit Interagency Coordination Centers in accordance with established procedures and formal approved agreements as identified in mobilization plans, local operating plans, and Memorandums of Agreement.
  4. Request resources from the Zone Interagency Coordination Center.
  5. Anticipate and plan for potential critical situations, based on knowledge of weather, fuel conditions, and resource availability.
  6. Pre-positions resources within the Unit, as deemed appropriate.
- E. Review and modify as necessary the Annual Operating Plan and submit a signed copy to the Southwest Coordinating Group no later than March 15 annually.
- F. Establish and manage a zone MAC group that will identify and prioritize incidents within the Zone and relay these priorities to SWCC Center Director or to a Multi-Agency Coordination (MAC) Group. Set priorities concerning the distribution of critical suppression resources within the Zone.
- G. Responsible for coordinating fire restrictions, closures and rescissions on an **interagency** basis and communicating decisions within Geographic Area guidelines.
- H. Coordinate and release public information regarding Zone activities on an interagency basis.
- I. Identify and provide, as needed, oversight to working groups established to address  
Zone issues and initiatives.
- J. Update the Zone Memorandum of Understanding once every 5 years.

**Modification or Cancellation.** A request to modify or cancel the Zone Memorandum of Understanding must be made in writing to all signatories. Within 30

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days of receipt of such a request, the Group shall convene to act upon the request and make modifications to the Agreement, offer the requesting agency the opportunity to remain a part of the Group without the changes, or accept the withdrawal of the petitioning agency/entity.

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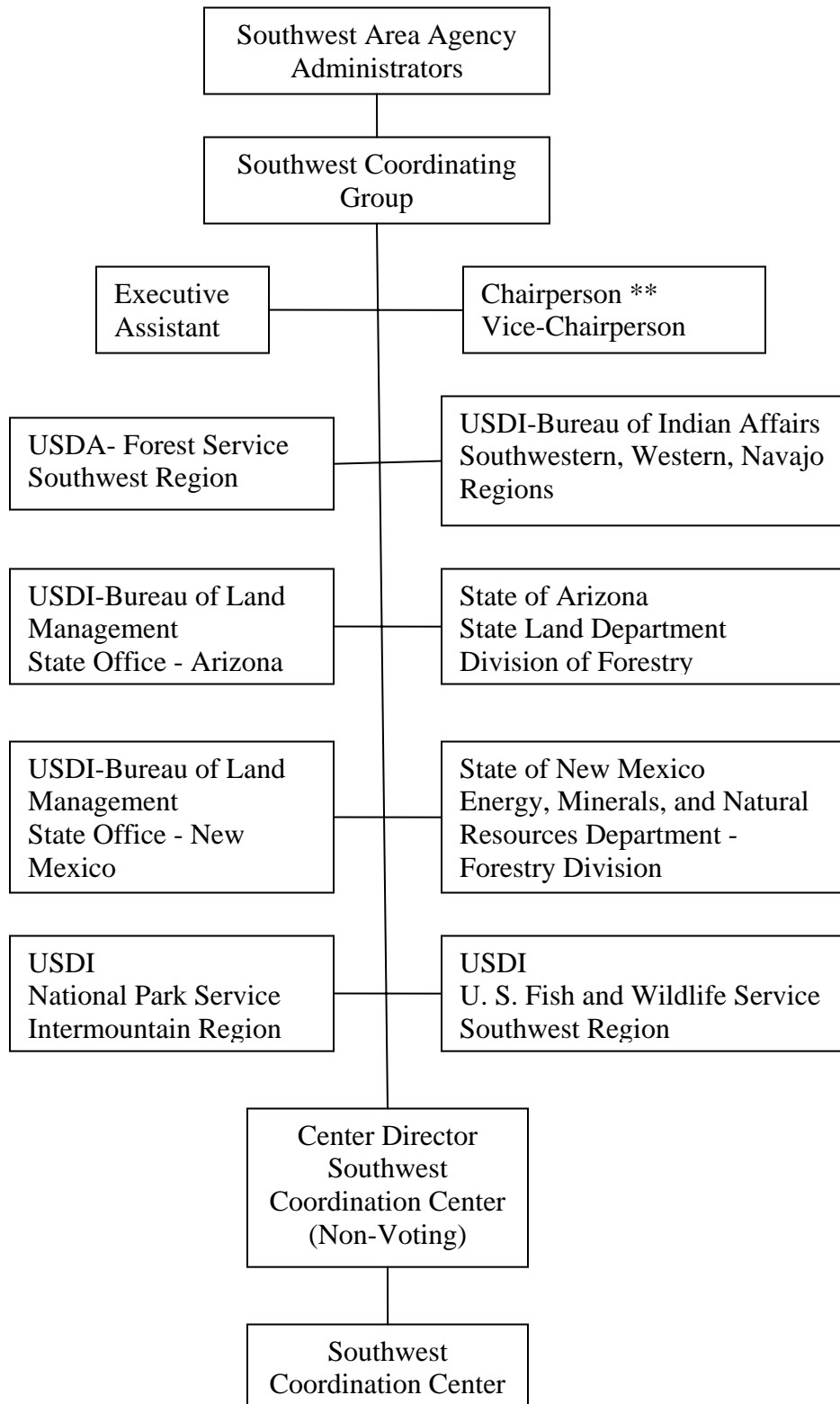
## **30 ORGANIZATION**

The Southwest Coordinating Group, Zone Coordinating Groups, and supporting organizations are developed with the purpose of increasing safety, efficiency and effectiveness of the fire and incident management organization in the Southwest Area. The organization presented in this chapter are for the purpose of establishing a degree of standardization to conform to national guidelines, while allowing the individual Zones to work within the makeup of the Zone to meet the needs of the Zone Line Officers. Each Zone Coordinating Group is encouraged to develop the degree of written documentation that will insure that changes in personnel will not result in changes in direction and cooperation within the Zone.



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### 30.1 Southwest Area Coordinating Group Organizational Chart:



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## **40 MANAGEMENT OF INCIDENT MANAGEMENT TEAMS**

### **40.1 Type I National Incident Management Teams**

#### **40.11 Selection of Incident Commanders.**

- A. When a vacancy exists, nominations for Incident Commanders will be taken from each agency through the agency representatives, and collected by the SWCG Chairperson.

Each nomination submitted must be accompanied by a narrative from the candidate and their supervisor, stating that they understand the level of commitment necessary both personally and on the job he or she will have to make to meet the demands of a National Incident Commander for management of the team schedule, assignments, and meetings. Also included must be a Wildland Fire Qualification record of the person's qualifications and assignments.

- B. Incident Commanders (IC's) are selected by the SWCG no later than November 1st.
- C. Incident Commanders will serve for a 5-year period, contingent on satisfactory performance and conduct reviews.

At the close of fire season, or as necessary, the SWCG will meet with the IC(s) to discuss performance and other issues that may have occurred during the season.

#### **40.12 Selection of National Incident Team Members.**

- A. Nominations for National Type I Incident Management Teams within the Southwest Area are the responsibility of the Zone Coordinating Groups. Nominations shall be submitted to the SWCC Director by December 1.
  - 1. Each position on the team(s), with the exception of the IC's, will serve for a three year period, contingent on satisfactory performance and conduct reviews.
  - 2. Each nomination must be accompanied by a narrative from the and their supervisor, stating that he or she will make the necessary personal commitment to meet the team national and GACC schedule, assignments, and meetings. Also included must be a Wildland Fire Qualification record of the person's qualifications and assignments.
- C. The SWCG will meet by the first Tuesday of February to make the selections for the upcoming season's Type I Teams. The Incident Commanders of the teams will meet with the SWCG and serve as advisors during the selection process.

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D. In selecting primary team members and trainees the SWCG will consider the following criteria as a minimum. Certain aspects of these criteria relate to individual qualifications and are quantifiable. The SWCG must strive for the best possible mix of highly qualified candidates, which may require some adjustments within initial team selections to achieve these needs. The SWCG must exercise judgment and integrity in its selections. The last three criteria relate to management's needs, rather than individual qualifications.

1. Prerequisites. Candidate must meet all prerequisites for training, experience, and physical requirements. Failure to meet all qualification requirements will preclude selection.

2. Willingness. The level of interest in serving on an Interagency Incident Management Team is indicated by current availability and commitment of immediate supervisor.

3. Demonstrated Performance. Documentation of acceptable performance may be on the Fire Overhead Performance Rating, SF-371, or equivalent, with a rating of "Satisfactory" or better in all rating factors. Ratings of "Superior" in Rating Factors such as "Decisions Under Stress," "Ability to Obtain Performance," or "Attitude" constitute demonstrated performance. Since the present system does not require SF-371's for Satisfactory performance, a supervisor may certify that the candidate has not received unsatisfactory ratings, or has received superior or positive performance. Satisfactory performance in training sessions or simulator exercises constitutes further indication of performance.

4. Teamwork. Ability to function in a stress situation as a contributing supportive team member is important.

5. Team Balance. A broad-based balance of experience and skills are needed.

6. Representation. Representation from all agencies is desirable.

7. Agency personnel will be utilized instead of Administratively Determined (AD) personnel in all positions. If an AD is selected for a position over a agency person, the selecting IC will provide a letter of justification to the Coordinating Group, and they will make the final determination.

E. SWCC will publish the final list of Team Membership as well as a complete listing of trainees and alternates no later than February 15 of each year.

F. Annually Teams will meet in a minimum two day joint training exercise prior to May 1.

G. Team Rotation and Assignments will be according to the National and SWCC

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mobilization guides.

- H. The Group will select from Agency nominations trainees to be assigned and mentored through the Type I and Area Command environment to insure successful 520 and 620 completion.
- I. The Group will approve all Southwest area nominations and alternates for 520/620.

#### 40.13 Management of the National Type I Incident Management Teams

A. Oversight and management of the Southwest Geographic Area Incident Management Team programs is provided by agency staff (NPS, USFS, BLM, BIA, ADL, NMDF, FWS) from the respective zone, area, state and regional offices that form the Southwest Coordinating Group. Incident management teams activities and availability listings are coordinated through the Southwestern Coordination Center.

B. To assist in evaluation of team performance, following an assignment and no later than 10 working days of completion of an assignment, Incident Commanders will provide the following records for each assignment to the Southwest Coordinating Group Chairperson:

1. Narrative of actions on incident during period of assignment, including daily and cumulative cost summaries.
2. Team evaluation by Agency Administrator
3. Availability lists of all primary team members and justifications for failure of team members to fill positions during team assignments.
4. Status of Trainees on roster including qualifications and accomplishment of training goals.
5. Unsatisfactory performance ratings for individual team members.

If an Incident Management Team receives a “unsatisfactory” or “needs to improve” rating the Incident Commander will immediately notify the SWCG Chairperson and the SWCG will be convened to come to a resolution with the Incident Commander before the IMT can be assigned. The SWCG will determine if the situation is serious to require a stand down of the IMT and will notify SWCC of the IMT status.

The SWCG will be the focal point for complaints, issues, and questions of performance by the National Type I Incident Management Teams on all assignments, and for the Area/Zone Type II Incident Management Teams when

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they are assigned outside the Geographic Area. The SWCG will work with the respective Zone Coordinating Group when a Area Type II IMT is involved.

- C. It is the expectation of the Southwest Coordinating Group that while on assignment all members of the Incident Management Teams will:**
- 1. Display a “Zero Tolerance Policy” for Drugs, Alcohol, Harassment, and Civil Rights violations.**
  - 2. Perform their duties in a professional manner.**
  - 3. Act respectfully of the public, customers, and team members.**
  - 4. Maintain a high level of integrity in their positions.**

Violations or breeches of conduct or performance will be brought before the SWCG for disposition and resolution.

- D.** Incident Commanders will meet with the Southwest Coordinating Group either as requested or by November 15 annually to review performance and identify problems for management solution. Reviewing incident documents will assist in identifying needs within teams, support structures, agency organizations, and will contribute to future improvements in the program.
- E.** Team meetings will be held in the spring prior to each fire season to orient team members and to develop standard operating procedures. Agency Administrators are encouraged to attend the spring Incident Management Team meeting and/or communicate their concerns and questions through their agencies representative on the Southwest Coordinating Group.

Annually the SWCG will meet with Incident Management Teams and discuss the Group’s expectations of conduct and performance.

#### 40.14 Southwest Coordinating Group IMT Stand Down Policy

It is the policy within the Southwest Geographic Area to stand down IMT’s implicated in the preliminary findings of a serious breach of conduct, performance or duty, post entrapment, deployment, serious injury or fatality investigation. This is not intended to place blame, but to take that IMT out of rotation until the final report regarding that incident is completed. The readiness and stress level of the team to resume incident assignments may also be reviewed. If the IMT’s performance is not a contributing finding in the final report, that IMT will be placed back into rotation. The Southwest Coordinating Group will work closely with the appropriate agency and the investigation team to expedite the completion of the final report.

Preliminary findings will be presented to the Agency Administrator and the SWCG Chairperson within 72 hours of the activation of the investigation. The final report will be completed and presented to the Southwest Coordinating Group within 45 days of the investigation team activation.

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## 50 SOUTHWEST COORDINATING GROUP MANAGEMENT

### 50.10 Duties and Responsibilities

Chairperson and co-chairperson will hold position for two years, tenure being one two-year term to ensure rotation among agencies.

### 50.11 Chairperson

Responsible for administrative actions to ensure completion of the SWCG mission.

Receives issues for study and resolution from member agencies and Regional Executive Committee; when receiving issues will obtain clear identification of the task to be completed, the scope and the product to be delivered, and a timeframe for completion.

Assigns work groups and makes assignments to members.

Coordinates SWCG activities.

Represents the SWCG to the Regional Executive Committee and to outside Geographic Areas, National Interagency Coordination Group(s), and National Wildfire Coordination Group.

In the absence of an Executive Secretary, establish time and place of all SWCG meetings, prepares and distributes agenda, assembles and prepares all material to be acted upon by the SWCG, convenes and conducts SWCG business meetings.

### 50.12 Co-chairperson

Assume the duties and responsibilities of the Chairperson as directed or during the absence of the Chairperson.

### 50.13 Executive Secretary

An Executive Secretary will be designated for a period of two years by the SWCG. Duties to include:

Request agenda items and then coordinate with Chairperson to develop agendas for meetings and conference calls.

Forward meeting agendas, locations, and information to members.

Record meeting notes, decisions, and action items.

Send materials in advance of meetings for review.

Follow through on contacts, requests from the Group, and designated administrative requests.

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Develop and maintain a binder to have available at meetings composed of past meeting notes, decisions, and actions items.

#### 50.14 Membership

Attend meetings, or designate an acting who may participate as a full member of the SWCG for the representative agency.

Research background information on assigned tasks, work collaboratively with other members of SWCG so projects are completed at a high standard and within assigned time frames.

Serve as a conduit between the SWCG and agencies to identify issues and develop guidance for resolution.

Costs for time and travel for participation in SWCG will be borne by member's agency.

### 50.2 Meeting Management

#### 50.21 Scheduling

The SWCG will meet as often as deemed necessary to accomplish mission and assigned tasks.

There are pre-determined meeting dates that are to be maintained:

Yearly prior to November 15 a seasonal closeout of the years activities by the SWCG will be conducted. As part of seasonal closeout Team Improvement Session or Enhancement Session will be planned.

Yearly prior to November 15 a meeting will be held with the National Type I Incident Commanders to review seasons performance and review issues concerning the management of the National Type I Incident Management Teams.

Yearly prior to February 1 a meeting will be held to select National Type I Team members.

#### 50.22 Conducting of Business

##### Meeting Structure

- Introductions

- Confirm Agenda

- Zone Reports

- Committee Reports

- Work Group Reports

- Visitor Presentations

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Unresolved business  
Agency Reports/new business  
Executive Session  
Review of Decisions by members

#### Visitors

Visitors are those other than agency administrators, invited guests of the membership, and committee or work group representatives. They are welcome but may be asked to not participate in discussions of issues or topics.

#### Decisions

Decisions will be reached by consensus of members present and recorded in the notes as such.

When an issue can not be resolved by consensus among the members, a option will be proposed and voted upon by the membership with a affirmative two-thirds required for passage. This will be recorded in the notes as such.

If it is determined that additional data needs are required for the decision to be made then it will be “tabled” for a later date.

Review of decisions made during the previous meeting or conference call at the beginning of each meeting or call. Discussion of particulars such as dissemination and/or follow-up on decisions will be conducted.

New decisions will be reviewed at the end of meeting to assure clarity and understanding. All decisions will include the process to disseminate the information to the appropriate persons, and the determination of who those persons are, and the identification of follow-up actions associated with the decision, i.e. development processes to implement decisions, including due date.

If a recommendation is to be carried forward to the Regional Executive Committee that was not carried by consensus then the concerns of the members opposed will be displayed in the recommendation.

Decisions concerning authorization of funds, personnel matters, or sensitive issues may be reserved to the Executive Session by request of one member.

Decisions concerning authorization of agency funds for SWACG projects will be only voted upon by those agencies expending funds.

#### Meetings by Conference Call



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Meetings by conference call may be used to pass information, resolve issues under consideration and when members agree to a follow-up call after getting more information, or to conduct emerging business that is time sensitive. Scheduling and requesting of meetings by conference call will be by the Chairperson who will facilitate and designate a note taker.

#### 50.23 Presenters and Presentations

Presenters are expected to submit at a minimum an abstract of their presentation to the Chairperson, and bring enough copies for the membership at the time of presentation. Presentations should be identified in advance as informational or decisional, recommendation clear, and as brief and to the point as possible. A rule will be equal allowance for presentation and discussion with questions by members.

#### 50.24 Executive Sessions

The executive session portion of the SWCG meeting or Conference call is intended for members to be able to openly and frankly discuss matters of a sensitive nature in a environment free of distractions and influences that may be inferred by the presence of other than membership.

#### 50.25 Notes

Draft meeting notes will be distributed to members within 5 days, with edits due 5 days later, and notes posted within 3 days.

Notes, decisions, and actions items will be posted chronologically, and may be accessed in the Southwest Area Coordinating Group website. Notes should remain on the website for 12 months.

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## **60 MULTI-AGENCY COORDINATION GROUP**

### **60.1 Multi-Agency Coordination Group Handbook**

See Appendix 5.

### **60.2 Area Command**

An Area Command may be activated at the Agency Administrator's request to coordinate multiple incidents or to coordinate a very large incident that has several Incident Management Teams assigned. Principle duties are to insure that incidents are adequately managed, set overall strategy, set priorities, allocate resources based on priorities, and insure that established strategies and objectives are followed.

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## 70 COMMITTEES AND WORK GROUPS

### 70.1 Committees and Work Groups

The Southwest Coordinating Group may establish committees or work groups to carry out functional work or special projects.

#### 70.12 Committees

Committees are an association of members whose responsibilities include providing the SWCG with recommendations, which will advance the operational value of the functional area. Committees are considered to be permanent and have a charter. Charters will be approved by SWCG.

Generally, tasks or assignments from SWCG will be in writing to the committee Chairperson. Committees may, in cooperation with the SWCG, define projects or tasks to be addressed by the committee and make specific work assignments to committee members to complete.

Committees established by the SWCG:

- Information Committee
- Prevention Committee
- Type II Crew Committee
- Operations Committee
- Dispatch Committee
- Equipment Committee
- Aviation Committee
- Training Committee
- Weather Committee

#### 70.13 Liaisons

Each committee or work group will have a SWCG member assigned to it to serve as liaison to the SWCG. The role of the liaison primarily is to provide guidance and counsel to the committee or work group as a technical advisor or clarify policy and procedures, and provide a direct conduit to the SWCG for issues and project identification.

Permanent Liaison assigned to Committees by SWCG:

Information Committee	State of Arizona
Prevention Committee	NM BLM
Type II Crew Committee	BIA
Operations Committee	State of New Mexico

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Dispatch Committee	SWCC Director
Equipment Committee	USFS
IHC Committee	USFS
Aviation Committee	NPS
Training Committee	AZ BLM
Weather Committee	FWS

#### 70.14 Roles and Responsibilities of Committees

Committees are responsible for their own administration. They will select a chairperson, determine membership, maintain a charter, keep open communication with the SWCG, take notes of meetings, and maintain records of actions taken by the committee.

##### A. Chairperson responsibilities:

Chairperson will provide leadership for meetings and lead tasks. This includes site selection, agenda preparation, facilitation, and notes. Meeting location, time, and proposed agenda will be shared with the committee liaison and SWCG Chairperson.

Represent the committee in presenting recommendations to the SWCG.

Annually report to the SWCG by November 15 with a current copy of the committees charter, membership roster, and a summary of the past years activities of the committee.

##### B. Membership responsibilities:

Research background information on assigned tasks, work collaboratively with other members of the committee so projects are completed at a high standard and within assigned time frames.

Serve as a conduit between the SWCG and field personnel to identify issues and develop guidance for resolution; and to provide a forum for technology transfer.

#### 70.2 Work Groups

Work Groups are an association of members brought together by the SWCG to address a special problem or to work on a special project. Working Groups are temporary in nature and usually require no charter but may have a letter of direction from the SWCG.

Work groups will operate under the following guidance:

The SWCG may establish work groups either within its membership or with subject matter experts to accomplish specific tasks.

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The work group members will be identified and shared with all members of the SWCG for concurrence.

SWCG will provide direction and oversight to the work group by clearly identifying the task, the scope, required products, and time line for completion.

A work group upon completion of its task shall sunset.